

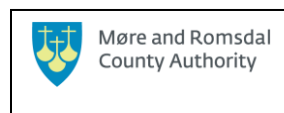
## Beyond Energy Action Strategies



### D.3.1.c – Business Plan of Eco-lighthouse

**Title of the project: Implementation of Eco-Lighthouse at the County Authority of Møre and Romsdal and all the subordinate units.**

**Location: The County of Møre and Romsdal**



**Submission date: 13.05.2015**



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## 1 Summary of the Project/Project at a Glance

Eco-Lighthouse is Norway's most widely used certification scheme for enterprises seeking to document their environmental efforts and demonstrate social responsibility. The Eco-Lighthouse scheme is based on a set of general requirements, the General Industry Criteria, which apply to enterprises in all industries, and over 70 sets of criteria applicable to specific industries. Industries are classified according to the Norwegian Standard Industrial Classification (SIC2007). To achieve certification under the Eco-Lighthouse scheme, enterprises must satisfy both the General Industry Criteria and the criteria specific to their respective industries. Enterprises wanting to become an Eco-Lighthouse undergo a certification process lasting between 3 and 6 months. In collaboration with an authorized Eco-Lighthouse consultant, the enterprise establishes an internal environmental group and completes an internal environmental analysis. This analysis starts out by looking at the enterprise's environmental impact in the areas of energy, waste, transport, procurement and work environment. Subsequently, an action plan is created that includes measures to be implemented in the enterprise in order to be awarded environmental certification. When these measures have been implemented and the enterprise fulfils branch requirements, an independent assessor approves the enterprise as an Eco-Lighthouse, which is then issued an Eco-Lighthouse diploma.

It is politically decided by the County Council of Møre and Romsdal that the County's central administration, majority of upper secondary schools and dental districts shall be certified Eco-lighthouse at all times. This project aims to implement a new management model called "the head office model" to get the highest quality lighthouse dividends possible throughout the entire enterprise. The Eco-Lighthouse Foundation's Head Office model is relevant for large chains and corporate groups. This criterion firmly places the environmental management system in the head office for the entire enterprise, clarifying the processes and environmental criteria that must be fulfilled by the head office and those to be fulfilled by subordinate units.

### Prerequisites for Head Office Model:

1. The Eco-Lighthouse auditor and the consultant/advisor must have completed courses for Head Office Model. Consultant and auditors must have completed at least 10 certifications and must have been active for at least two years.
2. The municipality where the company's head office is located must have a political decision on membership and fixed license in Eco-lighthouse Foundation.
3. Municipalities where subordinate units are located should also have a political decision on membership and fixed licenses in Eco-lighthouse Foundation.
4. The model assumes that there is a head office where the certification process is anchored and managed.
5. Subordinate units must have simple and virtually the same operation.
6. The organisation must have a common management and Health Safety and Environment system (HSE).
7. The organization must have an intention that at least 80% of the subordinate units to be certified.

Certifying the County's central administration on the new "Head Office Model" followed by certifying 23 upper secondary schools and 5 dental districts (comprising of 37 clinics) based on this model would ensure a high quality environmental management system compactable with other mainstream standards. It will also result to: (a) a better work environment (b) a more environmental friendly organization (c) a proud and environmental friendly conscious staff (d) a better reputation to the

organization (e) more satisfied customers (f) a decline in energy usage (g) reduce renovation costs (h) reduce transport costs (i) reduction of emissions to air and water.

## 2 Details of the Proposed Project

To achieve certification under the Eco-Lighthouse scheme, enterprises must satisfy both the General Industry Criteria and the criteria specific to their respective industries.

Some of the requirements, and are available here:

General Industry Criteria (PDF)

[http://miljofyrtarn.no/index.php/component/docman/doc\\_download/272-krav-til-alle-bransjer-english-version?Itemid=](http://miljofyrtarn.no/index.php/component/docman/doc_download/272-krav-til-alle-bransjer-english-version?Itemid=)

Office-based Enterprises (PDF)

[http://www.miljofyrtarn.no/index.php/tester/kursfiler-konsulentkurs-september-2011-i-oslo/doc\\_download/399-engelsk-versjon-av-krav-nr-23](http://www.miljofyrtarn.no/index.php/tester/kursfiler-konsulentkurs-september-2011-i-oslo/doc_download/399-engelsk-versjon-av-krav-nr-23)

Phases in Head Office Certification:

Below is a detailed description of the various phases in the Head Office Certification.

### Organisation and Control

- **Step 1:** Before an organization can adopt headquartered model Eco-Lighthouse Foundation introduced a checklist that must be completed in cooperation between the main consultant and organization.
- **Step 2:** The checklist is evaluated by Eco-Lighthouse Foundation and based on this made a decision whether the model fits the group or organization.
- **Step 3:** Formal approval of Eco-Lighthouse Foundation on using head office model organization.
- **Step 4:** Organization and role clarification Experience shows that it is important to clarify roles and responsibilities between the main consultant, internal consultant, headquarters, underlying unity, hovedsertifisør and local auditor.

### Environmental Analysis of the Head Office and subordinate units.

- **Step 1:** Main consultant must use authorized templates headquarters certification.
- **Step 2:** Main consultant establishes two consultancy report templates, one for certification of the headquarters and one of subordinate units.
- **Step 3:** The reports are approved by the Eco-Lighthouse Foundation.
- **Step 4:** Main consultant will contact the municipality and report their certification requirements.
- **Step 5:** Main consultant contacts the municipality and hear about it is some guidelines for selecting the auditor.
- **Step 6:** Main consultant and the organization ,clarifies which subrodinate to be pilot.

### Certification of Head Office and a the pilot subordinate unit.

- **Step 1:** Main consultant along with the Eco-lighthouse foundation, or the local municipality contact, go through through the industry requirements of the subordinate units and see what demands that is met by the head office and this leads into the consultant's report template for the underlying units.
- **Step 2:** Main consultant and main auditor conducts meeting to go through the certification basis.
- **Step 3:** Main Consultant / internal consultants / private consultants conducts workshops and makes the first subordinate unit (pilot) ready for certification.
- **Step 4:** Auditor certifies the head office first and brands of the relevant requirements of subordinate units which is met by the head office.
- **Step 5:** Auditor prepares instructions to local auditors.
- **Step 6:** Auditor certifies 2-3 subordinate units (pilot) within a reasonable distance, and then evaluate the process, templates and instructions to local auditor along with the main consultant.

### Certification of the remaining subordinate units.

- **Step 1:** Main consultant ensures that those who will be internal consultant for the subordinate unit has adequate training and expertise.
- **Step 2:** Main consultant / internal consultant contacts the municipality and is assigned a local auditor.
- **Step 3:** Auditor uploads consultant report for the subordinate unit in the portal together with instructions to local auditor.
- **Step 4:** Main consultant / internal consultant conducts the necessary working meetings with Eco-lighthouse responsible in subordinate unit.
- **Step 5:** Main consultant / internal consultant finalizes consultant report for the subordinate unit with Eco-lighthouse responsible.
- **Step 6:** Local auditor certifies subordinate units.

### Re-certification every 3 years.

- Every three years after initial certification shall all Eco-lighthouses renew their certificate.

Approximately every year 130 000 Euros is the fixed working capital which includes service fees to Eco-lighthouse Foundation, establishing fees, municipality licenses, third body certification fees, consultant fees. The county administration and the subordinate units have a specific budget each year and the Eco-lighthouse Management scheme is covered within this budget.

The working capital each year is approximately 700000 euros. This includes costs towards the Health and Safety Systems (HSE), Trainings on HSE systems and Eco-lighthouse, Energy Mapping and Analysis of buildings. In case of non-conformities, or outstanding orders issued by public supervising authorities the budget varies depending on the non-conformity. In 2014-2015 approximately 60MEuros was budgeted towards rehabilitation and total renovation of some buildings.

Certifying the central administration of Møre and Romsdal County Authority within September 2014 in accordance to the "Eco-lighthouse Head Office Model" followed by certifying 18 upper secondary schools in the period April 2014-october2016. The central administration was certified in September 2014.

### 3 Internal aspects

#### Strengths

1. Eco-light house scheme is entrenched in the senior management.
2. Involvement and Enthusiasm of staff in the organization.

#### Weakness

1. HSE System: Consolidation and integration of Environmental requirements into existing HSE system.
2. Green Procurement: The enterprise must adapt and use a written procurement guide for ordering and purchasing goods and services. Adoption of a "cradle-to-cradle" perspective to procurements.
3. Energy Analysis of buildings: All buildings above 1000 m2 must arrange for Energy Labelling pursuant to Sections 8 and 22 of the Regulations of 18 December 2009 no. 1665 concerning Energy Labelling of Buildings.
4. Green Transport: The enterprise in conjunction with its employees, implement measures for consuming less environmentally harmful means of transport to and from work such as cycling, walking, public transport, car pools or video conference meetings where ever possible.
5. Waste Management: The objective is to reduce annual volumes of residual waste. This will result in a higher degree of separation of waste fractions that can be recycled. This in turn will result in more sustainable waste management.

### 4 External environment

#### Threats:

1. Outstanding orders issued by public supervisory authorities

**Opportunities:**

1. A better work environment.
2. A better reputation.

## 5 Market Potential

The Eco-Lighthouse Foundation's Head Office model is relevant for large chains and corporate groups. This criterion firmly places the environmental management system in the head office for the entire enterprise, clarifying the processes and environmental criteria that must be fulfilled by the head office and those to be fulfilled by subordinate units.

The tool provides:

- Easier certifications
- Stronger foundation
- Better information flow
- More rational certification
- Time savings
- Reduced costs
- Increased knowledge and commitment

## 6 Risk analysis

The main risk that lies within this Environmental Management system is if there are any outstanding orders/non-conformities issued by public authorities. The building and maintenance department in the County has periodic maintenance work to ensure all the buildings owned by the County Authority comply with the latest norms and standards. In certain cases where there is a need for a total renovation/rehabilitation, the process to be Eco-lighthouse will be delayed until the standards are met and when the outstanding orders are closed.

## 7 Financial Analysis

Approximately every year 130 000 Euros is the fixed working capital which includes service fees to Eco-lighthouse Foundation, establishing fees, municipality license, third body certification fees, consultant fees. The County administration and the subordinate units have a specific budget each year and the Eco-lighthouse Management scheme is covered within this budget.

### 7.1 Cost

The working capital each year is approximately 700000 euros. This includes costs towards the Health and Safety Systems (HSE), trainings on HSE systems and Eco-lighthouse, Energy Mapping and Analysis of buildings. In case of non-conformities or outstanding orders issued by public supervising authorities, the budget varies depending on the type of nonconformity. In 2014-2015 approximately 60MEuros was budgeted towards rehabilitation and total renovation of some buildings.

## 7.2 Income

The income from the project is reported yearly for the central administration and for each subordinate unit. The income earned can be calculated indirectly from the different sectors. For example: the reduction in usage of energy in Kwh.

## 7.3 Feasibility assessment

The main benefit of the project is for enterprises seeking to document their environmental efforts and demonstrate social responsibility. One could also say that this project will lead to the following:

1. Better working environment.
2. Environmentally friendly operation.
3. Employees that have environmental awareness.
4. Better reputation for the organization
5. More satisfied customers

## 7.4 Sensitivity analysis

This Environmental Management System is comparable to a financial management system, but instead of measuring expenditure, income and financial performance, this EMS like any other, helps an organization meet sustainability goals, comply with environmental regulations, and improve health and safety for both employees and the community.

## 7.5 Social benefits and Public support

The main social benefit of the project is environmental efforts to demonstrate social responsibility. All the municipalities in Møre and Romsdal have signed to be along in this Eco-lighthouse scheme. Each municipality has in their Climate and Energy Plan to have all their institutions etc. Eco-lighthouse certified within a specific time frame.

The Transport Department of Norway supports financially Green transport and innovation technologies, renovation/rehabilitation of buildings into more efficient and environment friendly buildings, subsidies for electrical vehicles, Energy Analysis of buildings etc. are some of the public funding that are available.

## 8 Implementation roadmap

	School	Certified Yes/No	Year og certification	Planned year for implementation and certification in accordance to the head office model.
1	Atlanten higher secondary school	Yes	des.13	2016
2	Borgund higher secondary school	Yes	jan.11	2014
3	Fannefjord higher secondary school	Yes	feb.13	2016
4	Fræna higher secondary school	Yes	jun.12	2015
5	Haram higher secondary school	Yes	jun.13	2016
6	Herøy higher secondary school	Yes	apr.12	2015
7	Kristiansund higher secondary school	Yes	okt.13	2016
8	Rauma higher secondary school	Yes	jul.13	2016
9	Molde higher secondary school	Yes	jun.13	2016



10	Spjelkavik higher secondary school	Yes	jan.13	2016
11	Stranda higher secondary school	Yes	jan.13	2016
12	Sunnadal higher secondary school	Yes	okt.11	2014
13	Surnadal higher secondary school	Yes	nov.13	2016
14	Tingvoll higher secondary school	Yes	feb.12	2015
15	Ulstein higher secondary school	Yes	mai.12	2015
16	Volda higher secondary school	Yes	mai.13	2016
17	Ørsta higher secondary school	Yes	jun.13	2016
18	Fagerlia higher secondary school	No		<b>2017/2018</b>
19	Gjermundnes higher secondary school	No		<b>2017/2018</b>
20	Romsdal higher secondary school	No		<b>2017/2018</b>
21	Sykkylven higher secondary school	No		<b>2015/2016</b>
22	UPA skolen, sentralsjukehuset M&R	No		<b>2017/2018</b>
23	Ålesund higher secondary school	No		<b>2017/2018</b>

## 9 Conclusion

Every organization needs an Environmental Management System. An Environmental Management System (EMS) helps sustainable businesses implement systems that help reduce an organization's impact on the environment while improving operating efficiency. Anybody out there wish to waste energy, money and harm our environment?